

Number	Effective	Title	Owner
II-30	7-93	Performance/Corrective Action	HR Manager

Before corrective action is taken, make certain you have done the basics of supervision.

Ask for performance. Tell the employee what you want. Be direct.

Observe behavior and performance.

Tell the employee it was done right. **Tell** the employee it was not done right. Follow-up on good AND poor performance.

Asking, observing and telling go together. Recognizing good and poor performance is a daily job of every supervisor.

There are times when asking, observing and telling do not improve the problems and corrective action is required. Corrective action in its simplest form is holding the employee accountable for their actions in the hope they will understand the importance of the job and choose to improve.

The following corrective measures may be considered, depending on the nature and severity of the problem.

- A. Verbal warning or reprimand
- B. Written warning.
- C. Suspension without pay——Director must approve
- D. Reduction in pay——Director must approve
- E. Disciplinary demotion——Director must approve
- F. Dismissal——Director must approve

Corrective action is encouraged in a progressive manner, from verbal warning to written warning to suspension and dismissal. The purpose is to provide an opportunity for the employee to correct their behavior, not to provide punishment. Normally, employees will be given the opportunity to improve the situation before serious penalties such as suspension, pay reduction, demotion or dismissal are considered.

This does not imply progressive corrective action must be taken in all cases. If the offense is a result of gross misconduct and considered as serious detriment to the department, other employees, or the public, firm and strong action up to and including dismissal will be considered. The action will depend on the nature of the problem.

TAKING CORRECTIVE ACTION

1. **Get all the facts.** Talk to the employee. Listen to the whole story. Review pertinent records; interview witnesses.
2. **Review employee's past record.** Ensure you adequately asked for and observed performance. Ensure the employee was told in direct terms the behavior or performance was unacceptable.
3. **Consider consistency.** Treat employees the same for similar problems or violations.

For corrective measures other than a verbal or written reprimand, CONTACT THE PERSONNEL MANAGER no later than this point in the process.

4. **Decide** on the appropriate corrective action. Consider how many opportunities the employee has had to improve and the severity of the behavior or performance.
5. **Document** what is expected, what the employee did, what the corrective measure will be, and what will happen if behavior or performance does not improve.
6. **Discuss** findings and decisions with the employee. Outline corrective action to be taken by the employee. Set time limits if appropriate.
7. **Follow up with the employee.** Determine if the problem has been solved. Reinforce improvement or take further action.

CAUSE

Any employee of the department may be dismissed or suspended or otherwise disciplined for any of the following causes.

- A. Failure to perform the duties and carry out the obligations imposed by the state constitution, state statutes, or rules of the department or rules of the Personnel Commission.
- B. Inefficiency, incompetency, or negligence in the performance of duties.
- C. Physical or mental incapacity for performing assigned duties, if NO reasonable accommodation can be made for the disabling condition.
- D. Refusal to accept a reasonable and proper assignment from an authorized supervisor.
- E. Insubordination or conduct unbecoming a state employee or conduct detrimental to good order and discipline in the department.
- F. Intoxication on duty.
- G. Careless, negligent, or improper use or unlawful conversion of state property, equipment, or funds.
- H. Use of any influence which violates the principles of the merit system in an attempt to secure a promotion or privileges for individual advantage.
- I. Conviction of official misconduct in office, or conviction of any felony, or conviction of any other crime involving moral turpitude.
- J. Acceptance of gifts in exchange for influence or favors given in official capacity.
- K. Habitual pattern or failure to report for duty at the assigned time and place.
- L. Habitual improper use of sick leave.
- M. Unauthorized disclosure of confidential information from official records.
- N. Absence without leave.
- O. Misstatement or deception in application for employment.

- P. Failure to obtain or maintain a current license or certificate lawfully required as a condition in performance of duties.
- Q. Prohibited participation in political activities, using state resources.
- R. Possession of illegal substances.

FAILURE TO COMPLETE ENTRANCE PROBATIONARY PERIOD

An employee who fails to serve satisfactorily during the entrance probation shall first be given the opportunity in writing to resign without prejudice; an employee who fails to resign may be terminated without cause assigned and without the right to file a grievance or an appeal.